



How to increase efficiency of Front Desk using holistic approach

Case: Hotel X

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<p>With the shear increment of twenty-first century travelers, hoteliers fight to fulfill guests raising expectorations, and with the involvement of newest technologies, Hotel front office is becoming more challenging and demanding. In practice, front desk is the hub of all the performance of the hotel. Hotels financial and brand success largely depends on the skills and performance of the front desk clerks. At the same time, guest's satisfaction could be influenced by the front desk clerks in a high stake. So it is a crucial fact to acknowledge and take required adjustment to provide front office employees, the right physical and psychological work environment while considering the aspects of Holistic approach. Holistic approach is becoming very common aspects to gain companies success in recent era, as it is to confirm or consider all aspects related to work, employees, job provider as well as the community. Hoteliers' do realize that front office employees need to be in their full strength and skills to have a successful business. However, there are many factors that affect in their performance. Healthy Workplace mostly depends on holistic (physical and psychological) aspects provided by the companies.</p> <p>This thesis consist of a solid theory of holistic approach to hotels front office operations. Gensler Workwell methodology, kelloway and days' healthy workplace holistic theory are being provided to have more clear understanding of holistic approach and the importance of holistic approach to improve efficiency at workplaces. In this research, Hotel X is being used to analyze their front desk operations to improve effectively considering holistic approach. A quantitative and qualitative research is being performed to analyze current workplace atmosphere of Hotel X. The research mostly concentrate employees own physical and psychological health. Consequently, physical and psychological environment provided by the hotel.</p> <p>The research result is unfortunately not permissible for public.</p>	
Keywords Holistic approach, Front Desk Services, ergonomics, healthy workplace	

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1 Introduction

In many ways, front office is the hub of the hotel because of the important communication and co-ordination role that its staff assumed between the guests and hotel's departments, managers, and staff. Hotels service is mostly labour intensive. Machines cannot be replaced the staff members required to perform all the work necessary to please guests.

Professionals in today's front office department must consistently use a blend of people skills to provide hospitable service and technology skills as they make the guest journey during their stay in a hotel. Hoteliers' relationship with employees should build with genuine respect because there is no doubt that a successful hotel is made so in large measure by its staff members. (Woods, Ninemeir, Hayes & Austin 2007, 5-10.)

In this research paper Hotel X service operations will be evaluated against Holistic approach in their service management approach. A quantitative and qualitative research method will be used. A few interviews with hotels full and long time employees will be taken to have qualitative research as well.

2 Managing operations considering Holistic approach

It has been argued that, in order to achieve successful service management, firms should adopt a multidimensional, holistic approach that does not separate service development from service production and within which the customer interface and new technology are both taken into account (Kowalkowski 2011, in Kindström & Kowalkowski 2009). Like any organization, services provider has been seeking alternative means in the pursuit of growth and success. Thus, to cope with changes, service providers have continually developed strategies to protect against threats and at the same time capitalizing on opportunities. Service providers always working their best to acquire the competitive advantage by leveraging resources and gaining the top result. It is done by means of successful service management practises.

Thus, operations strategy perspective is needed to set the practical insights that will allow organizations to effectively deploy their resources in order to provide the right offerings to the right customers at the right times. There should not be any segregation of employees because employees should be treated as customers as well. Mabert and Showalter (1981) in clarifying their roles in a service system and their interactions as a service operations system identified a nine-level component: internal organization, external organization, technology, customers, front-line employees, support employees, product mix,

service mix, and customer interface. To assess efficiency requires successful interactions of the systems highlighting the role of the customer in the service delivery system, which permeates all aspects of service operations.

2.1 What is holistic approach in management?

According to Cambridge university press holistic approach is “Dealing with or treating the whole of something or someone and not just a part.” The Savory Institute website states that Holistic Management is a process of decision-making and planning that gives people the insights and management tools needed to understand nature: resulting in better, more informed decisions that balance key social, environmental, and financial considerations. In other words, the practice of Holistic Management allows us to be fully and completely aware and observant so we can make the best decision. This work to build awareness reminds me of another practice that is both simple in concept yet requires daily discipline. (Jefferson hub 2017.)

Holistic Management includes observation, decision making and planning. According to Jefferson hub, It is to consider all aspects of work including employees own physical activity, diet & nutrition, self care and prevention, stress mastery, life purpose, stress mastery, work environment, and relationship. So the different approach is that holistic approach confirms all aspects of management for the employees.



Figure 1: The wheel of Holistic approach to individual employee

Holistic workplace confirms the practise to provide holism in professional life (figure 1). Employees feel connected and happy at work. Work more efficiently, deeply connected with life as well as own body. Holistic employees feel interested and involved in many things while having a deep sense of existence in the universe. They tend to enjoy work

and live in a balance way. Commonly they have healthy relationship with their colleagues, have a healthy diet and regular exercise. Working to restore, and then to cherish and wonder at the awesome splendour of nature “(Waller 2010, 326).

2.2 Holistic view on management

Corporate wellness is no longer limited to select benefits, traditional perks or fitness incentives - employers are increasingly implementing a more comprehensive strategy that deeply integrates health and wellness into the overall workplace experience.(Coalese 2017.) Holistic management (HM) is a process of thinking of management through a Systems approach that includes the consideration of the ecological system and the quality of life when developing managerial decisions and when implementing the Managerial functions of planning, organizing, leading, and controlling (Noriega and Lim 2015, 74).

In recent decades, employers learned that work wellbeing is not just a physical issue, it is a combination of other factors like mental and emotional health. That is why companies are providing support to their employees to have better cognitive and psychological demands. In past eras, companies used to measure employee job satisfaction, in recent decades companies also confirms the needs of happiness at work. In many management cultures it was an unimaginable aspect from the management point of view. Employers were responsible to provide job and employees need to perform in according, that was the psychology. In Etsy's six years happiness index is an example of the discovery that companies that are considering employees happiness aspect, get better performance by their employees. According to Etsy, these employees are excited about their work, proud of their organization, connected to companies mission, thought through with their own values and they are very cooperative with their colleagues. (Deanna, 2017.)

2.3 Gensler WorkWellSM methodology-Holistic approach

Emphasize the employee, not just the environment. Today's workplace wellness systems are primarily focused on spatial requirements such as optimal lighting and efficient mechanical systems. Although the spatial aspects are extremely important, they're only half of the equation. (Gensler 2017.)



Figure 2: Gensler's eight dimension of Holistic management approach

Gensler's Work Well, model incorporates eight dimensions designed to enhance physical and psychological wellbeing in the workplace (Figure 2):

Get Physical- Employers that concern employees nutrition, exercise, ergonomics provides healthier work environment. As welltok said "Organizations that balance physical activity with nutrition, medical self-care, and ergonomics go even further in improving the health of their employees". **Connect with Nature-**workplace who provides relaxing , healing, soothing work environment to reduce stress and provide energy to perform better.

Enrich Relationships-companies that develop programs and design spaces to connect people to the larger workplace community help employees to learn, develop and perform enthusiastically which increase financial benefit of the organization. **Spark New Ideas-** Organization can use the most of their employees by creating collaborative and creative workshops to spark creative thinking. GENSLEER U.S. workplace survey 2016 found that companies with healthy and happy employees are 2x more innovative.

Be Mindful- Mindful strategies could increase emotional intelligence, empathy, creativity and more focus among employees. **Plan Responsibly-**companies that help their employees manage their health, finances, and resources have employees that are better prepared, less stressed and more productive. **Have Purpose-**a keen sense of purpose isn't

just good for morale, it's good for business. Employment should have a deeper purpose for both the company and the employees them self. Companies do better and run more sustainable business when they acknowledge employees personal goal of career and provide support to promote in career. Impact Community-companies that contribute to social activities gain a loyal sense of organization having better connection to the organization. (Gensler 2017.)

2.4 Necessity of Holistic approach

First you have to understand what a holistic approach is and how you should consider it. Holistic takes into consideration the whole aspect of self - inclusive of mind, body and soul. It is rooted in the belief that nature and yourself, has the answers to bringing into balance that which may be out of balance using a natural approach as opposed to forced chemicals that may have a further detrimental effect to other aspects of your body (Brockas 2017).

Work in hotels is often demanding and hectic; hotel staff is required to provide service to guests efficiently, courteously, and accurately, while maintaining a pleasant demeanour (resort workers 2012).

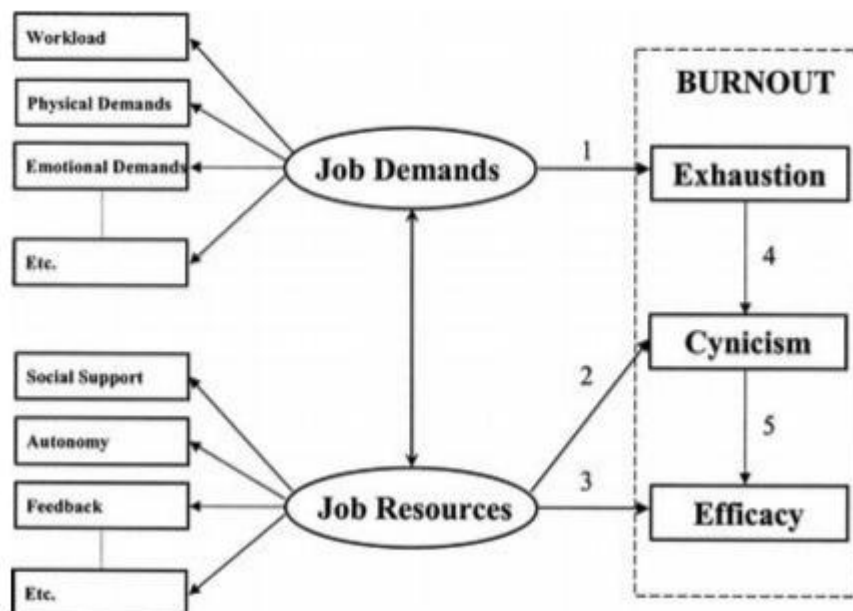


Figure 3. JD-R model, Bakker and Demerouti 2003

Bakker and Demerouti (2003) have proposed the Job-Demands-Resources (JD-R) model (Figure 3) shows that Job demands are physical, psychological, organizational features of

job that require physical and psychological effort from an employee and are consequently related to costs. Job demands consists workload, physical and emotional labour at work. Job resources, on the other hand, are defined as physical, psychological, and organizational aspects of the job that are promotes employees personal development, mentally and physically healthy atmosphere, which is the ultimate goal of a organization to have healthy work to get better employee involvement to gain financial success.

According to Stevan Hobfoll's Conservation of Resources theory, various resources are considerable factors in gaining new resources and enhancing well-being. These resources are factors that people value and therefore strive to obtain, retain and protect. (Hakanen 2007, 2.) Recent studies have shown that hospitality and service employees work in constantly Changing work environments, and that job resources play a striking role in performance in these situations (Xanthopoulou 2009).

Hotel front offices clerks perform various types of service with different customers, while working with different colleagues and supervisors across numerous departments. Besides, the position of the hotel receptionist often involves repetitive work, unhealthy postures, and standing prolonged period of time (Ministry of Manpower, 2003). Front desk employees spends the majority of their time standing in front of a chest-level counter looking at the monitor or serving guests, more commonly night shift employees who work between 10-7 in the morning, got a rhythm of fatigue more prevalent, as the employee is forced to work against his/her natural circadian rhythms (Blachowicz & Letizia 2006).

2.5 Factors affecting work ability

Good work ability is a balance between a worker's resources, the demand and opportunities offered by the workplace and the characteristics of the external environment According to Finnish research of work ability in 2000 found 5 most aspects that can reduce workability. Deterioration in health may restrict functional capacity, depending on personal resources and work, work ability may decrease. In according, functional capacity and social functioning were strongly related to work ability among the entire working-age population. Work attitudes, such as motivation and satisfaction have a definite association with good work ability. An employee who has positive attitude tends to work in the same field for longer period. Work itself and working environment may influence to work ability. Demands and content of the work, mental strain and exhaustion has a strongest relationship to limitations at workability. (Raim, Juhani, Jorma & Seppo 2000.)

According to Grand jean 1986, unhealthy work place has several conditions to influence enhancing stress. A stressful situation is a negative emotional experience which can be associated with unpleasant feelings of anxiety, tension, depression, anger, fatigue, lack of vigour and confusion.

He address, Job control is the worker's participation to determine work routine, including control over temporal aspects and supervising work processes. Several studies found lack of control may produce emotional and physiological strain. Social support means assistance through supervisors and peers. Lack of social support increase the load of stressors. Dissatisfaction which is related to workload and nature of the work. Work demand vs resources could be a huge stressor. Task and performance demands like deadline are an ultimate stressor at workplace. Job security means a threat of unemployment. The recognition of availability of similar or alternative employment and future needs of the professional skills. Responsibility for the lives and well-being of other people could be a key stressor. However, responsibility could be stressor when responsibility exceeds one's resources. Physical environmental problems like noise, poor lighting, small workspace, inappropriate ergonomics etc. could create stress. Complexity is defined as the number of different demands involved in a job. Repetitive and monotonous work is often characterized by a lack of complexity which seems to be an important predictor of job dissatisfaction. On the other hand, too complicated can promote to feelings of incompetence and lead to emotional strain.

3 Improving efficiency of front office employees

According to Jeremy 2016, work improvement can be influenced by various ergonomics at work: relationships between people and their work, fitting the task to the individual, the scientific studies and the study of man-machine interface. Cooper and Cartwright, mentioned that "Healthy organization can be defined as an organization characterized by both financial success and a physically and psychologically healthy workforce, which is able to maintain over time a healthy and satisfying work environment and organizational culture, particularly through periods of market turbulence and change". (Arla, Kevin, and Joseph 2014, 10.)

Confirming the principles of ergonomics, ergonomic design and anthropometry can have significant benefits in reducing stress in the workforce, thereby promoting greater efficiency and reduced losses. Mostly, ergonomics covers four principle areas: Environmental factors and man-machine interface (Physical ergonomics); human characteristics and total working system (Figure 4). (Jeremy 2016.)

Human Factors -bodily dimensions -strength -stamina -learning -mental and physical limitations -perception -reaction	Environmental factors -temperature -humidity -lighting -noise -vibration -dust, fumes -ventilation
Man-machine interface -controls -displays -communications	Total working system -work rate -posture -fatigue -stress -productivity -accident and ill health -health and safety

Figure 4: the ergonomic approach to the work situation

In a health study by Gould, Ilmarinen, Jarvisalo & Koskinen (2008, 99), the factors related to the demands and content of work, mental strain and exhaustion had the strongest relationship to limitations in work ability. According to Kelloway and Day (2005), which entails a holistic approach including psychological (e.g. relationships, work-life balance) and physical (e.g. safe/ergonomic workplaces) both being equally important components. This model views several components as being integral to the definition of healthy workplace: developing a culture of support, respect, and fairness; creating employee involvement and development; providing and promoting positive interpersonal relationships at work; ensuring appropriate and fair work content and characteristics; and encouraging positive work-life balance. (Day, Kelloway & Hurrell 2014, 12.)

In keeping with the model's holistic approach, consequences of healthy workplaces are included in terms of individual outcomes (e.g. psychological, physiological, behavioural) and organizational outcomes (e.g. employee turnover, fiscal performance), as well as societal outcome (i.e. in terms of impacts on government programs and national healthcare costs) (Day, Kelloway & Hurrell 2014, 12).

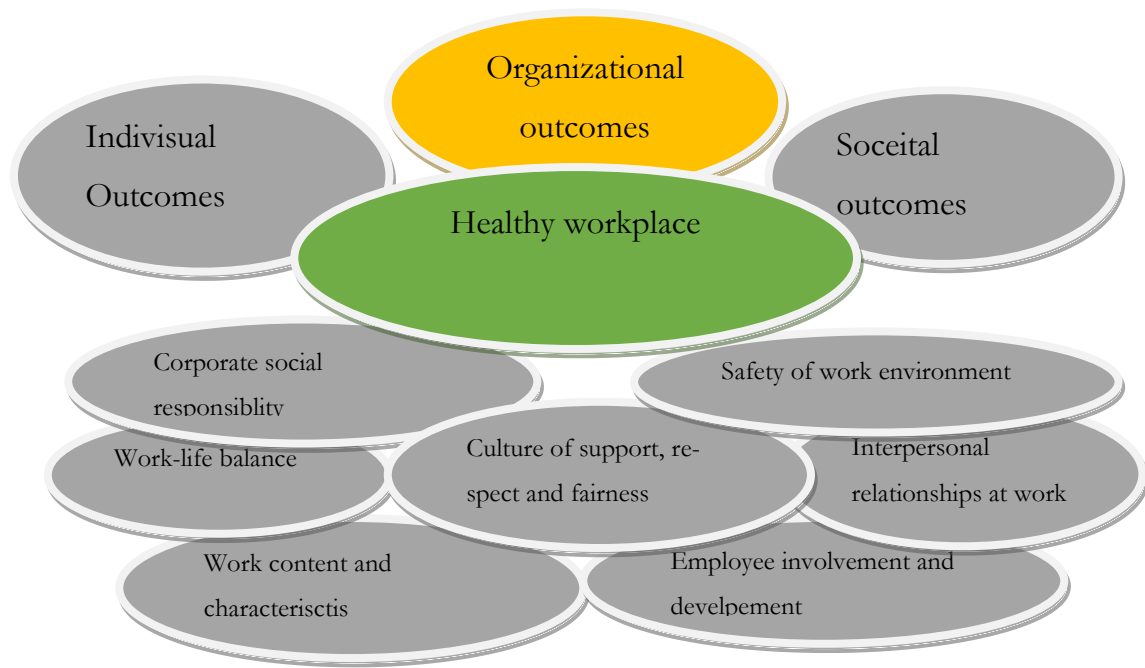


Figure 5 : Model of healthy workplaces (Kelloway and day 2005)

The model (Figure 5) involves employees personal aspects like safety at work environment, interpersonal relationships at work, their involvement at company's development, work contents, work life balance along with corporate social responsibility must convey personal, societal and companies benefits. They are key results of a healthy workplace.

3.1 Physical Ergonomics

Physical ergonomics involves all the physical resources at front desk. It includes, typing keyboard, mouse, chairs, phones, monitors, document holder, work desk, lighting, posture while typing etc. (University of Western Australia 2016). Although the office work is physically light and mostly clean interior work, still many sedentary workers experience discomfort and stress during the days. Some of the disorders are transient, but they can also remain in continuity.

In this section, Jeremy's (2016, 144) key aspects of physical aspects are being justified. Vision-The operator should get the workspace to be set and read with ease controls, specific instruments and displays should be provided to avoid fatigue that is a common reason of faulty perceptions and accidents. Posture-All work processes and systems of work should be designed to permit a comfortable posture which reduces excessive strain.

Layout-Working place should be free movement between operating positions, safe access and egress, and unhindered oral and visual communication. Comfort-Lighting, ventilation and percentage of relative humidity (70%) of the atmosphere provide comfort at work. Work rate-work rates should be set to suit the operator; however, it requires constant reassessment and revision. Movements too fast or too slow cause fatigue. Controls and displays-controls regulate a particular machine function to achieve maximum efficiency. Displays on the other hand, supply information to the operator. Displays should be parallel to eye level to eliminate inadequate visual fatigue and postural fatigue.

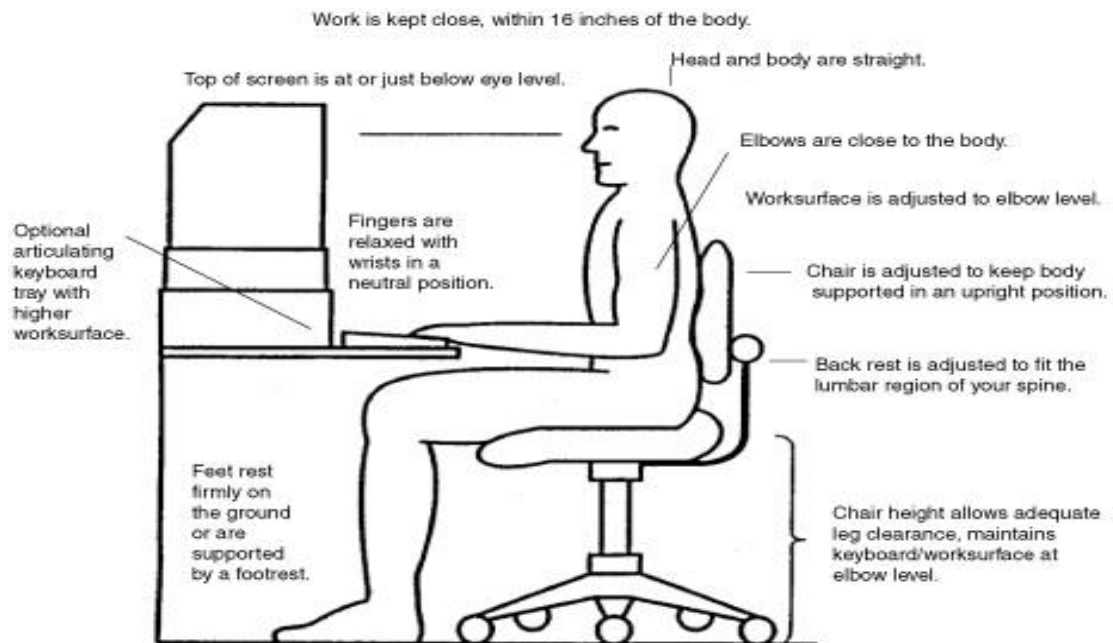


Figure 6: The Ideal Ergonomics Posture and Position (Ergonomics info 2015)

Equipment (figure 6)-Monitor must swivel and tilt easily and freely to suit the user. An adjustable table shall be handy in standing workstations. Screen must be free from reflective glare and reflections Keyboard shall be tilt able and separate from the screen. There should have enough space for the keyboard and arms so to avoid fatigue. The work desk itself should be large enough to have space for screen, keyboard, documents and related equipment. Documents holder should be stable and adjustable. Work chair shall be adjustable in height and tilt. Noise, Heat-Noise emitted by equipment belonging to any workstations shall be taken into account to avoid distractions. Excess heat or cold could discomfort employees even could lead to physical injuries. The highest productivity is at temperature of around 22 Celsius (Groote 2012).

3.2 Psychological ergonomics

A quarter to a third of our lives will be spent in the workplace. On a daily basis, we spend more time with our team members than family members. Work-life balance, job demands, work support, work reward etc. plays a significant role in our job satisfaction and productivity. Respectively, companies need effective employees to achieve financial success. (MentalHealthAmerica 2017.)

Stressing at work is normal; however, excessive stress can result of less productivity and performance, affect personally in physical and emotional health which conveys in to personal life. Handling stress could create the difference between success and failure Common causes of workplace stress are: fear of being laid off, ovebrtime due to staff cut-backs, pressure to performance rising expectations but with no increase job satisfaction, lack of control over job performance. (Jeane, Melinda, & Lawrence 2017.)

According to Jeremy (2016, 167) typical stressful situations convey some aspects at work and work related aspects: too heavy or too light work, a job is too easy or too difficult ,Working excessive hours (e.g. 60 or more hours per week), conflicting job demands-the 'servants of two masters' situation, too much or too little responsibility, poor human relationship, incompetent superiors, in terms of their ability to make decisions, their level of performance and their job knowledge, lack of participation in decision making and other activities where a joint approach would be beneficial ,middle aged vulnerability associated with reduced career prospects or the need to change career, the threat of redundancy or premature retirement, over promotion or under promotion, interaction between work and family commitments, deficiencies in interpersonal skills.

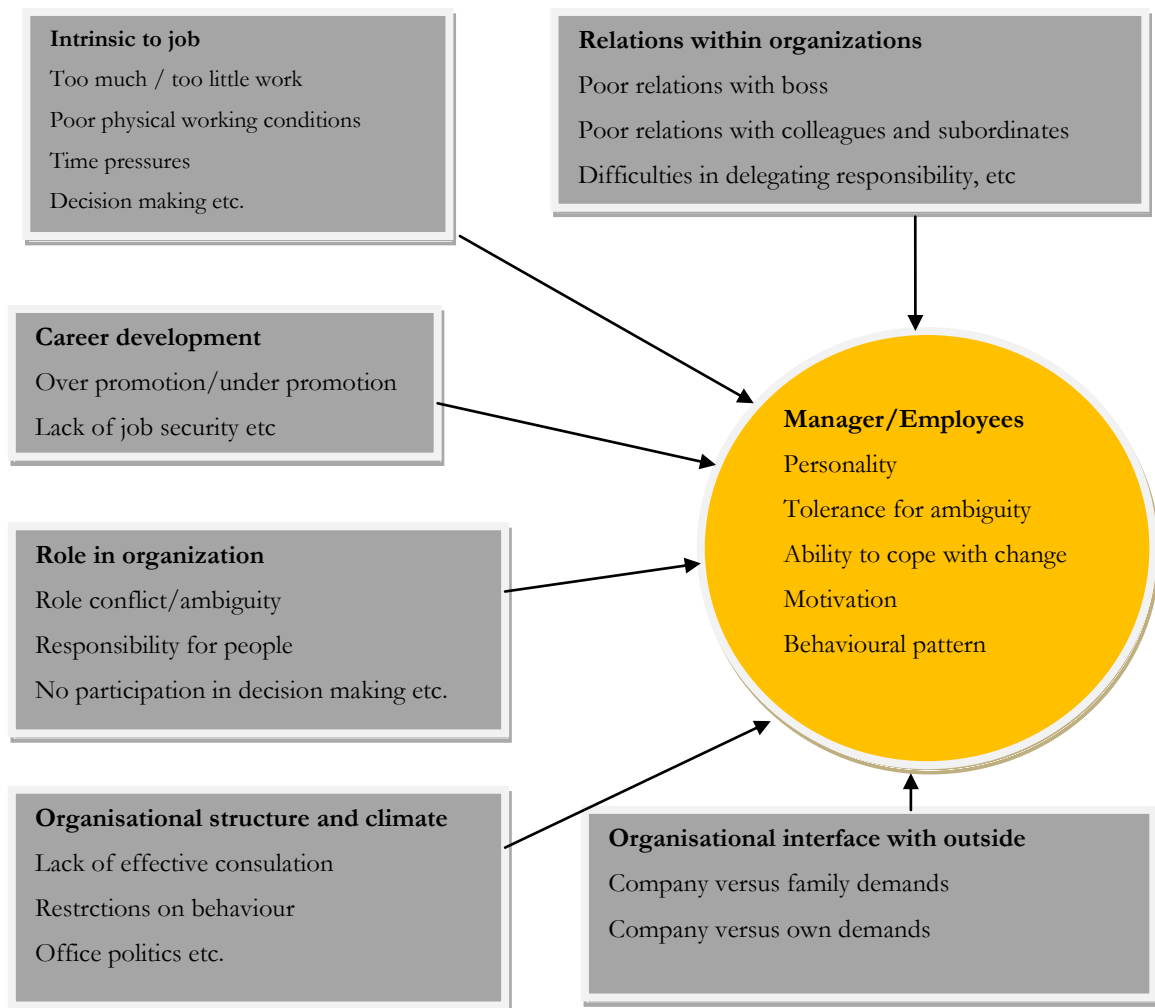


Figure 7: sources of managerial stress (cooper and marshal 1978)

Cooper and Marshall 1978, describes organizational stress could work in many different factors (Figure 7). Relationships of his /her in the organization, e.g. relationship with bosses, relationships with colleagues', difficulty in delegating work are some of the aspects. Job security, over promotion, under promotion aspects of career development could create stress at work. Role conflicts, no participation in decision making may create a sense of loss of role in the company. Moreover, lack of effective consultation, restrictions of behaviour, office politics etc. creates harmful psychological work atmosphere. Another very common factor according to cooper and marshal is organisational interface with outside, e.g. company versus family demands; company demands versus own demands.

Stress effects vary considerably person to person. According to Jeremy, typical effects of stress are headache, insomnia, fatigue, overeating, constipation, nervousness, minor

accidents, palpitations, indigestion and irritability. The two principles of psychological effects of stress are anxiety and depression. Anxiety is the state of tension coupled with apprehension, worry, guilt, insecurity and a constant need for reassurance. Depression on the other hands defined by americal psychiatrist David viscott as “a sadness which has lost its relationship to the logical progression of events”. It’s a milder form of direct result of a crisis in work relationships. It led to feeling of dejection and gloom, feelings of hopelessness, guilty and guilt. (Jeremy 2016, 167.)

4 A typical Front office duties and resources

The front office is the hub for property’s communication and operations systems, the first view of guests entering the lobby area. The front desk, indeed, the key for relationship between the hotel and the guest. In today’s front office departments runs by hospitable and technologically skilled personnel as guest make reservation, registration, check-in and check-out. Professional front office must provide roles and responsibilities to the manager as well as front office clerks. (Robert, Jack, David & Michele 2006).

4.1 Property management system (Opera)

Property management system is the run the functionality of the property using software technology. There are a few PMS available for the hotel management. Opera, eZee Front desk, room master, hotelgix, MSI cloud pm are some of the most familiar PMS in today’s hotel management systems. (B. James, 2011).

However, the key prospective of the PMS are to make reservations, revenue management, registrations, room status, posting, call accounting, checkout, night audit, inquiries, housekeeping, F&B, maintenance, security, personnel, Electronic mail and time clock.

4.2 Creating reservations

In today’s modern reservation system guest do not just can reservation system to book a hotel but to check the various price range in different booking systems, can view the property and reviews before buying them. The reservation system is basically divided in to two different types: franchise and referral member. Franchise is a hotel owner who has access to the national reservation system who enjoys corporate management expertise, financial support, worldwide advertising and group purchasing. (B. James, 2011).

On the other hand, referral system includes worldwide organization process request booking in particular hotel. These hotel members may obtain 15 to 30 percent of daily room rentals from the national reservation systems.

Front office need to manage and justify revenue against the booking. The different reservation channels mostly have different reservation policy with the respective hotel. The concept of “no-shows” and “overbooking” arrived due to the flexibility of the hotel cancellation policy. Besides, “stay over” also can effect in the reservation management system. However, Hoteliers provide confirmed, guaranteed as well as non-guaranteed reservation and due to the proximity of cancellation. The adjustment of occupied room is a challenge for front office management. In addition, walk-in guest can impact the forecast of arriving guests at any time. Besides, email, phone calls, faxing reservation also should consider and managed prior to guest arriving dates.

4.3 Revenue management

Revenue management is the technique of planning to maximum room rates and profits. Front office must check room availability for the upcoming days. An effective front office revenue management also have close cooperation with the F&B department as well as housekeeping department, so to keep the business needs and challenges up to date to comply with the needs.

4.4 Guest registration (Check-in)

The guest registration is one of the key processes to confirm a secure, efficient and reliable stay and visit to the hotel. This is one of the cornerstones of delivering guest service before, during and after visit. Front desk must aware in this touch point to provide a professional, exact and careful attention to the guest while providing information and receiving data. A typical front office registration goes like this:

First guest request reception for check-in, receptionist check for the guest reservation and for the valid reservations registration form is given, when the registration form is ready front desk agent review the form. After that credit card is asked if required, receptionist assign room according to guest preference, room key and services are being described to the guest and guest leaves the front desk (Figure 8).

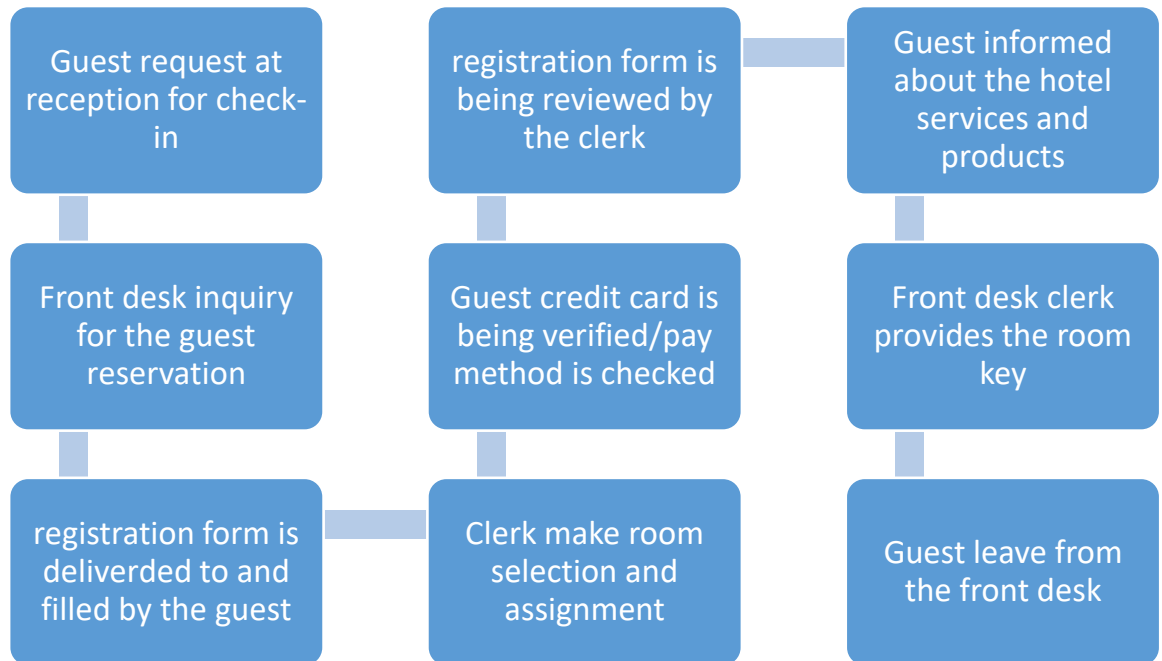


Figure 8: Guest check-in process

4.5 Guest check-out

Guest checkout can be time confusing, short tempest and long lines- a test of the patience of both the guest and the cashier. When the guest arrives at the front desk to check out, the cashier should inquire about the guest's satisfaction with the accommodations, food and beverages and miscellaneous services provided by the hotel. Guest must inform to the front desk for delayed checkout. Front desk clerk must inform housekeepers for late check out.

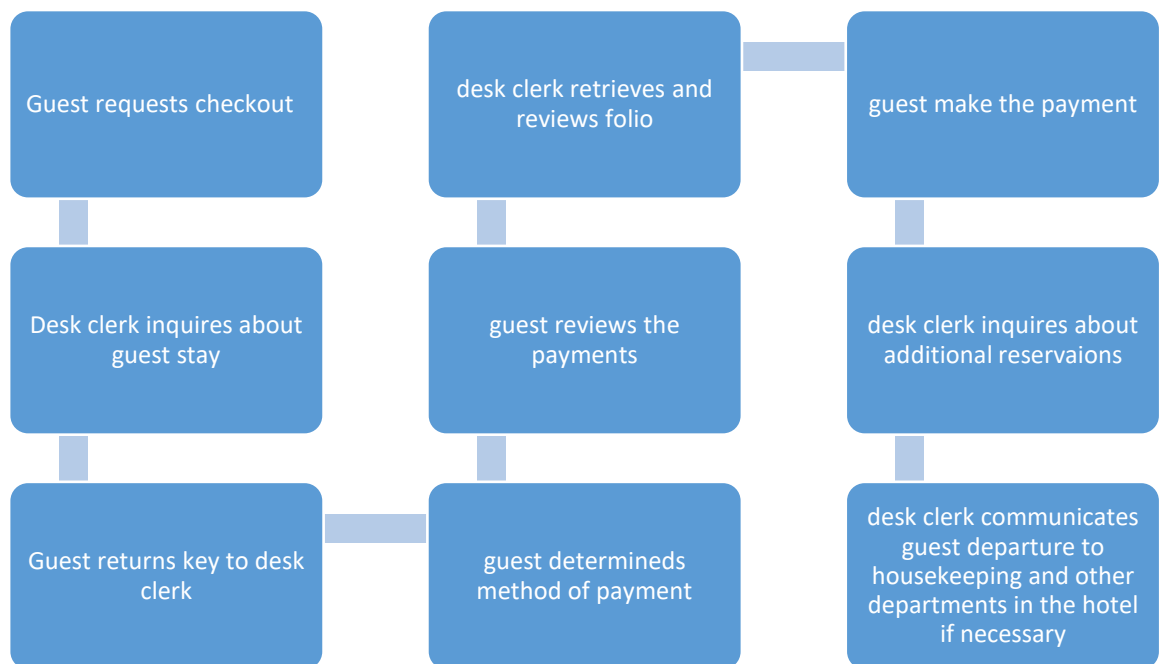


Figure 9: check-out process

During the check-out process (Figure 9) desk clerk inquires about guests stay, guests returns key of the room, clerk reviews the bill folio so is the guest, then guest tell the payment method, guest pay the bill and finally, front desk clerk check for future reservations.

4.6 Night audit review

The night auditor has many responsibilities in addition to preparing the night audit report. Clerk check in guest arriving after 11pm, process reservations, perform the duties as security guard, monitor fire safety, act as a cashier and perform the work as manager on duty. The front office provides a daily sales report of the business day. Another key work is bank deposits. The bank deposits include both cash and credit card payments.

4.7 Promoting in house sale

A front office must promote profit centres' of the hotel. Management sets objectives, brainstorm areas for promotion, evaluating alternatives, drawing up budgets and developing an evaluation tool for feedback. Among many goals Narula suggests some front office as it adopts: room sale to guests who have not made prior reservations, up sell to guests with prior reservations, maintain room inventory, informing guest all available services at the premises, and ensure maximum revenue is generated from the sale of rooms by balancing overbooking and a full house.

4.8 Managing hospitality

While performing all the front office tasks, clerk also needs to assure managing all prospective of hospitality. Guest must feel respected and valued. Providing hospitality to meet guests' needs involves not only a positive attitude but also an array of services that make the guests experience memorable. Front office operates with the close connection with other departments of the hotel food and beverages, meeting facilities, reservations, guest service for local attractions, and so on. In most cases, a service management program is introduces in the hotels to highlight hotels own focus on customer service and gain business reward. Front office must play a part of the team player to fulfil business goal.

Albrecht and Zemke offer these considerations for choosing front line employees "A service person needs to have at least an adequate level of maturity and self-esteem. He or she needs to be reasonably articulate, aware of the normal rules of social context, and be

able to say and do what is necessary to establish rapport with a customer and maintain it. And third he or she needs to have a fairly high level of tolerance for contact”.

5 Conclusion

This research study has shown guide to understand the principles of physical and psychologically healthy workplace for hotel front office employees. The theory of holistic approach will provide healthier workplace. It will help employees to have better involvement at work, to adjust work-life balance, all in all better work culture and communication inside the organization. Managerial implications would help management to improve performance in the organization.

6 Appendices

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Employee Survey 2017

This questionnaire is for Hotel X front office staff. The research is to understand staff workload, job challenges and employees' personal health and motivation towards job. This research is part of a bachelor thesis study and this survey is done anonymously. Please read carefully and choose the options you feel suits you the most and mark them "x".

Personal Info:

1. Your gender

☐ Male ☐ Female

2. Your age

☐ -18 ☐ 18-25 ☐ 26-30 ☐ 31-40 ☐ 40-55 ☐ 55+

3. What is your transportation to work?

☐ By Walk ☐ by public transport ☐ by own car ☐ other way, please specify:

4. How happy are you about your overall psychological (mental & emotional) health in general?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

5. How happy are you about your overall physical health in general ?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

6. How often do you exercise per week (e.g. walking, jogging, Yoga etc.)?

☐ 1-2 times ☐ 2-5 times ☐ almost every day ☐ can't remember

Physical wellbeing

7. Do you think your job is physically demanding?

☐ Yes ☐ No ☐ Fairly

8. Are you satisfied with the ergonomics of your workplace?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

9. How would you describe the following when you are at work?

Energy ☐ very poor ☐ poor ☐ Fair ☐ good ☐ Very good

Mood ☐ very poor ☐ poor ☐ Fair ☐ good ☐ Very good

Concentration ☐ very poor ☐ poor ☐ Fair ☐ good ☐ Very good

10. Name 5 most physically demanding activity you do at work (e.g.: room service, bar tending etc.)

1.

2.

3.

4.

5.

11. In the last 12 months, roughly how many days have you been absent from work due to personal illness or injury?

☐ 0 ☐ 1-2 ☐ 3-5 ☐ 6-10 ☐ few months ☐ I do not remember

12. Open comments on what you think would help to improve physical health at your workplace:

Psychological Wellbeing

13. Are you satisfied that your abilities and skills match the demands of your job?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

14. Are you satisfied that the tasks that you set out to accomplish are completed?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

15. Are you satisfied that overall you and your work are seen as valuable, that your confidence is increased and that you feel good about yourself at work?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

16. Are you satisfied that overall the training opportunities you have are appropriate for you and your career?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

17. Are you satisfied that you and your colleagues cooperate with each other rather than work in a very competitive atmosphere?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

18. Are you satisfied that everyone has a fair opportunity to progress and develop?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

19. Are you satisfied that you have a clearly defined role and responsibilities?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

20. How happy are you with your psychological wellbeing with your colleagues?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

21. How happy are you with your psychological wellbeing with your guests?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

22. How happy are you with your psychological wellbeing with your managers?

☐ Highly satisfied ☐ fairly satisfied ☐ somewhat satisfied ☐ fairly dissatisfied ☐ highly dissatisfied

23. Do you feel your workplace is supporting to your psychological demand to meet work-life balance?

☐Yes ☐No

24. Open comments on what you think would help to improve your psychological health at your workplace:

Thank you for your participation. Hopefully, this research will help you to understand and realize about your physical & psychological health and help to improve your workplace with these regards.